



Strategic Plan 2010—2015

VISION | MISSION | GOALS



Board Approved September 2010

INTRODUCTION

The Greater New Haven Water Pollution Control Authority, encompassing New Haven, Hamden, East Haven and Woodbridge, would like to present its 2010 to 2015 Strategic Plan to set its Mission, Vision and Goals. As a new Authority, created in 2005, it is important to set a path forward to protect the environment and position the GNHWPCA to be an asset to the communities it serves. As an introduction to the Strategic Plan let us first give a history of the creation of the GNHWPCA and a profile of the system.

HISTORY

Regional municipal wastewater collection and treatment services were provided by the Water Pollution Control Authority of the City of New Haven for many years on a retail basis to approximately 22,000 customers in the City of New Haven and, on a wholesale basis, to approximately 25,000 system users in the



Towns of Hamden, East Haven and Woodbridge through interlocal agreements. The total population served by the system is approximately 200,000.

Beginning in 1996, a number of actions were undertaken to address certain issues related to the interlocal agreements. Those actions resulted in a series of cooperative efforts between the New Haven WPCA and the interlocal towns, which successfully addressed common goals associated with the provision of regional wastewater services. Included was an agreement to work cooperatively towards implementing a true regional wastewater authority.

Those efforts culminated in 2005 with approval by each of the municipalities of the creation of a new regional authority for the purpose of consolidating and streamlining services for the member municipalities, improving the overall wastewater system performance, and assuring the provision of adequate wastewater management and water pollution control services within the service area.

CREATION OF A REGIONAL PUBLIC UTILITY

The Authority was created in August 2005 pursuant to §§22a-500 to 22a-519, inclusive, of the Connecticut General Statutes (herein the “Act”). Pursuant to the Act, the City of New Haven, and Towns of East Haven, Hamden and Woodbridge (the “Constituent Municipalities”), acting through their respective legislative bodies, adopted ordinances in June 2005 authorizing the creation of the regional entity to be known as the Greater New Haven Water Pollution Control Authority (the “Authority”). The Constituent Municipalities also prepared and submitted a preliminary plan of operation of the Authority for approval by the State Commissioner of Environmental Protection and the State Treasurer, by whom approval was granted on July 28, 2005. The adoption of the ordinances and the approval of the plan of operation resulted in the creation of a public body politic and corporate of the state, and a political subdivision of the state established and created for the performance of an essential public and governmental function.

The Authority was created to operate the wastewater treatment plant and to use, equip, re-equip, repair, maintain, supervise, manage, operate and perform any act pertinent to the collection, transportation,

treatment and disposal of sewage with respect to the Constituent Municipalities. Currently, the daily flow at the treatment plant is approximately 33 million gallons per day (“MGD”). The treatment plant has an average daily design flow capacity of 40 MGD and provides primary and secondary treatment for all wastewater influent up to 60 MGD with flows up to 100 MGD receiving primary treatment. GNH facilities are operated and maintained through long term agreements with contract operators

REGIONAL SYSTEM PROFILE

This table presents a summary of the current population and number of customers of the Constituent Municipalities.

POPULATION AND CUSTOMERS OF THE AUTHORITY						
MUNICIPALITY	POPULATION*	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	PUBLIC AUTH.	TOTAL
New Haven	123,630	20,226	2,026	70	209	22,531
Hamden	49,510	13,545	778	34	40	14,397
East Haven	25,650	9,797	267	7	22	10,093
Woodbridge	990	289	77	0	3	369
Total	199,780	43,857	3,148	111	274	47,390

Wastewater treated by the Authority at the wastewater treatment plant is discharged into Long Island Sound and must meet both federal and state effluent quality standards. The Authority was organized to ensure that the necessary professional technical and skilled personnel, specialized facilities and equipment, and financial resources are available to allow it to carry out its mission. Furthermore, its operations are expected to be financially self-sufficient.

The wastewater systems of the Constituent Municipalities include any device, equipment, appurtenance, plant facility and method for receiving, collecting, transporting, reducing, treating, reclaiming, disposing, separating or discharging sewage or the residue from the treatment of sewage. The wastewater systems may also include the purchase and/or lease of real estate and improvements thereto deemed necessary or desirable by the Authority for the purpose of establishing and providing wastewater management and water pollution control services.

SUMMARY OF GREATER NEW HAVEN WATER POLLUTION CONTROL AUTHORITY WASTEWATER SYSTEM	
Service Area	53,000 acres
Treatment Plant Capacity	40 mgd
Average Daily Flow	33 mgd
Pump Stations	30
Siphons	8
Sewer Collection System	510 miles
Combined Sanitary/Storm Sewers	50 miles
Manholes	14,000
Average Age of Collection System	40 Years

MISSION

We devote our skills and resources to providing regional services in a sustainable and affordable manner. Through our actions and policies, we enhance the economic, social and environmental well being of the greater New Haven area.



ORGANIZATION AND MANAGEMENT

The business of the Authority is managed by or under the direction of a Board of Directors, which may exercise all such powers of the Authority and perform all such lawful acts and activities as are allowed by the Connecticut General Statutes, as amended, and by its bylaws and ordinances.

The Directors are appointed for three year staggered terms as outlined in detail in the bylaws and ordinance. In any single year, no more than three (3) Directors' terms are scheduled to expire at one time, thereby designed to institutionalize a continuity of governance.

All business of the Authority is managed and directed by the Board of Directors, as allowed by Connecticut General Statutes and the Authority's bylaws.

ABOUT THE 2010-2015 STRATEGIC PLAN



The Strategic Plan is designed to fulfill the Authority's mission. Goals have been established to address the critical factors determined to achieve this outcome.

Our road map to success is based on meeting all strategic goals. Specific objectives for each goal are stated in the strategic plan that will help steer the path and provide benchmarks to measure success. Performance related to meeting the objectives will be reviewed annually. Revisions or modifications will be subject to final approval by the full Board of Directors.

The Strategic Business Plan is a dynamic, living document to facilitate the vision and mission of the Authority with each action item being implemented.

GOALS

1. PRODUCT QUALITY

To produce treated effluent and process residuals in full compliance with regulatory and reliability requirements consistent with customer, public health, and environmental needs.

OBJECTIVES

1. Meet National Pollutant Discharge Elimination System Permits (NPDES) Regulations Compliance
2. Nitrogen – Optimize nitrogen removal system to target 2014 Nitrogen reduction levels
3. Minimize number of Emergency Bypass Damper openings on the Incinerator
4. Study and Review Technological Controls for Mercury Emissions



ACTION ITEMS

1. Install 8" Fire Protect Line into Incinerator Building
2. Hire consultant to identify feasible alternatives for Mercury Control
3. Submit and implement CWF application for Phase I Nitrogen Removal

VISION STATEMENT

To protect the environment, to serve the public and to maintain a reputation for quality and value.

2. CUSTOMER SATISFACTION

Provide reliable, responsive, and affordable services in line with explicit, customer-expected service levels. Maintain responsiveness to customer needs and emergencies.

OBJECTIVES

1. Provide Affordable Rates
2. Respond to calls on sewer backups in a timely manner
3. Produce and Deliver bills to customers that are accurate, timely & understandable
4. Create clear accessibility to the Authority

ACTION ITEMS

1. Maintain Rates consistent with Affordability Study
2. Complete Implementation of new Customer Information System (CIS)
3. Continue to review and monitor responses related to customer calls
4. Implement second phase of website development, including internet development and to be more customer friendly

3. WORK ENVIRONMENT

Recruit and retain workforce that is competent, motivated, adaptive, and safety conscious. Establish a collaborative organization dedicated to continual learning and improvement. Emphasize opportunities for

professional leadership and development and strive to create an integrated and well-coordinated senior leadership team.

OBJECTIVES

1. Maintain knowledge levels and skill sets necessary to meet State and Industry Standards
2. Maintain a clean, safe and healthy environment
3. Elevate the Authority's presence in professional and community organizations
4. Promote dignity and respect for all cultures, foster activities for employee interaction

ACTION ITEMS

1. Submit papers and presentations at professional conferences
2. Prepare organizational chart considering succession
3. Continue implementation of safety program
4. Hold employee events to maintain employee morale and employee interaction

4. OPERATIONAL OPTIMIZATION

Ensure ongoing, timely, cost-effective, reliable, and sustainable performance in all facets of its operations. Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.

OBJECTIVES

1. Lower Carbon Footprint
2. Utilize and Optimize the use of Information Technology tools and systems
3. Utilize resources to minimize loss and impacts on day to day operations
4. Ensure optimal performance levels of 3rd party entities



ACTION ITEMS

1. Maximize off-grid power production
2. Seek out and Initiate Green Power
3. Implement an Environmental Management System (EMS) in Operations
4. Implement Benchmarking of Wastewater Operation Programs
5. Track Energy usage, Greenhouse gas and Carbon Footprint

5. FINANCIAL VIABILITY

Understand the full life-cycle cost of the Authority. Establish and maintain an effective balance between long-term debt, asset values, operations, and operating revenues.

OBJECTIVES

1. Establish Predictable rates – consistent with community expectations and acceptability
2. Prepare Budgets that adequately recovers cost and provides for reserves
3. Maintain support from Bond Rating agencies
4. Maintain a Model of Affordability to plan and address future needs as it relates to asset infrastructure

ACTION ITEMS

1. Complete evaluation selection and implementation of the billing methodology
2. Prepare presentation for bond rating agencies to obtain higher rating upgrade
3. Implement benchmarking for financial aspects of processing sludge
4. Identify and maximize non-rate related revenue

6. INFRASTRUCTURE STABILITY

Understands the condition of and costs associated with critical infrastructure assets. Maintain and enhance the condition of all assets over the long-term at the lowest possible life-cycle cost.

OBJECTIVES

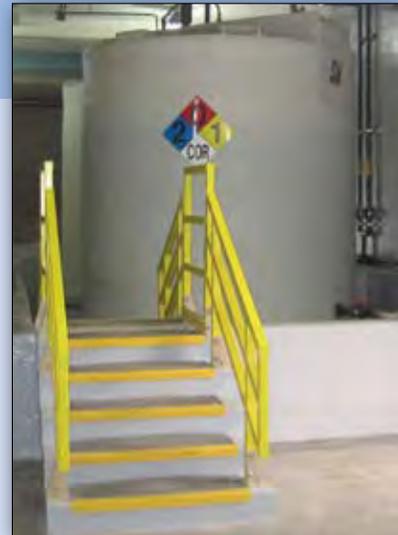
1. Assess and identify condition of overall infrastructure and develop a long-term plan
2. Understand and Identify risks that may adversely impact customers and the community consistent with regulatory requirements
3. Assure asset repair, rehabilitation and replacement efforts are coordinated to minimize disruption and other negative consequences

ACTION ITEMS

1. Identify and select a program for asset management in support of long term asset replacement goals
2. Maintain Capacity, Management, Operation and Maintenance Program (includes Emergency Response Plan, CDM Report)
3. Develop an Emergency Response Plan (ERP)

VALUES

- > *Respectful, responsive and sensitive to the needs of our customers and employees*
- > *Ethical in professional and personal conduct*
- > *Vigilant to ensure optimal health, safety, and environmental outcomes*
- > *Dedicated to teamwork and cooperation*
- > *Committed to equity, trust, and integrity in all we do*

**7. BUSINESS CONTINUITY**

Ensure utility leadership and staff work together to anticipate and avoid problems (including legal, regulatory, financial, environmental, safety, security, and natural disaster-related).

OBJECTIVES

1. Proactively identify, assess and establish tolerance levels for full range of business risks
2. Maintain in a proactive way industry trends and system reliability

ACTION ITEMS

1. Implement an Emergency Response Plan for Administration
2. Vulnerability Assessment
3. Implement a Business Continuity Plan

8.COMMUNITY RELATIONS

The Authority shall be attentive to the impacts its decisions have on current and long-term future community health and welfare. Engender understanding and support from oversight bodies and community interest and regulatory bodies.

OBJECTIVES

1. Manage operations, infrastructure and investments to protect and enhance the natural environment
2. Use energy resources to promote economic vitality
3. Explicitly consider variety of Pollution Prevention approaches as part of an overall strategy

ACTION ITEMS

1. Participate in Earth Day Activities
2. Support Rain Barrel Program with Sound School
3. Obtain Class I Credits for Waste Heat Recovery Electrical Production

GREATER NEW HAVEN WATER POLLUTION CONTROL AUTHORITY

Management and Staff Organization

